

Steuben County Public Health

2017-2019 Strategic Plan



Public Health
Prevent. Promote. Protect.
Steuben County NY

Prepared January 2017 with assistance from the S2AY Rural Health Network

Introduction and Background

Steuben County Department of Public Health, assisted by the S2AY Rural Health Network, convened all staff, several legislators, and County Management to develop a Strategic Plan in the beginning of January 2017 for the time frame of 2017 – 2019. The process involved a full day planning session broken into morning and afternoon sessions.

The morning session included a PowerPoint presentation on outlining strategic planning, taking into consideration the Community Health Improvement Plan (CHIP) and the Workforce Development Plan. The mission, vision, and values of Steuben County Public Health were reviewed and revised to better represent the work of the department. A SWOT Analysis- an assessment of strengths, weaknesses, opportunities, and threats was completed individually and then as a group.

The afternoon session included a review of the previous Strategic Plan efforts, considering the newly completed SWOT and current CHIP. From the review, new Strategic Plan priorities, objectives, goals and responsibilities were identified.

Mission, Vision, and Values

Mission

Steuben County Public Health will protect and promote the health and wellbeing of our community through education, collaboration, and prevention efforts.

Vision

Healthy people, strong families, and vibrant communities.

Values

- Quality
- Empowerment
- Responsiveness

SWOT Analysis: Review of Strengths, Weaknesses, Opportunities, and Threats

Steuben County Public Health (SCPH) staff along with legislators and the Deputy County Manager completed individual SWOT analyses and then all came together to discuss the following attributes.

<p>Strengths (internal)</p> <ol style="list-style-type: none"> 1. Trained and knowledgeable staff 2. Dedicated staff 3. Fresh eyes, new ideas with younger staff entering SCPH 4. Strong programs 5. Support and resources offered through the S2AY Rural Health Network 6. Supportive governing entity / legislators / county administration 7. Cohesive staff 8. Great volunteers 9. Offering biometric screening for county employees 10. Accreditation strengthening practices and making sure our work is recognized and may lead to future funding 	<p>Opportunities (external)</p> <ol style="list-style-type: none"> 1. Partnerships with other agencies / community partners 2. Partnerships with media 3. Education 4. Public relations 5. Technology advancements 6. Universal Home Visiting program 7. Further branding efforts to strengthen identity recognition 8. Grants – state, federal, private funding 9. Accreditation 10. DSRIP – Community Health Worker
<p>Weaknesses (internal)</p> <ol style="list-style-type: none"> 1. Aging staff / retirements on horizon 2. State limiting reimbursement rates 3. Unable to provide as many programs as in the past 4. Confusion of titles of “Special Children’s Services” (PH) and “Children’s Services” (DSS) 5. Lack of space 6. Limited time with a lot of work to do 7. Lack of bench strength 8. Small workforce 	<p>Threats or Challenges (external)</p> <ol style="list-style-type: none"> 1. Lack of recognition of what PH is and what we do (lack of awareness) 2. Negative perception of PH 3. Unfunded state mandates 4. New federal government administration 5. Services provided are underutilized 6. Disintegration of family structure 7. Budget cuts and lack of reimbursement 8. Retirements at local and state levels – loss of institutional knowledge 9. New, emerging diseases 10. Size of county 11. Provider capacity for EI / Preschool 12. Reliance on provider adherence/referrals and need for recognition of capability and leadership of PH



Steuben County Public Health Strategy Map 2017-2019



STRATEGIC ISSUE I: COMMUNITY LEADERSHIP AND PARTNERSHIP DEVELOPMENT

GOAL: BECOME A LEADER IN COMMUNITY HEALTH IMPROVEMENT

PRIORITY OBJECTIVES	GOALS FOR ACHIEVEMENT	RESPONSIBLE LEAD	TIMELINE
A. Continue to provide leadership to and support for the effectiveness of the Smart Steuben Team in implementing the County's CHIP.	I. Educate, engage, and secure support from other county departments and legislators in achieving CHIP and other public health priorities.	Director	Ongoing
	II. Research and educate staff, partners, and community members in evidence based practices to address obesity, heart disease and hypertension, chronic disease prevention, early childhood health, and other important public health issues.	Health Educator and PH Staff	Ongoing
B. Ensure the proper training of staff in core competencies, quality measurement, and quality improvement.	I. Conduct an assessment of staff's core competencies in public health and job specific department operations.	Leadership Team	June 2017
	II. Develop a yearly schedule for staff training and implement accordingly. All staff will be trained on the branding policy.	Leadership Team	Update annually
	III. Continue to customize the staff evaluation process by using the Workforce Development Plan to identify relevant training needs.	Leadership Team	By Dec. 2017 and reviewed annually
	IV. Utilize the new staff orientation process by identifying core competency and optional trainings for each position.	Leadership Team	As needed
	V. Ensure staff is properly trained in capturing data and using data for quality measurement and improvement.	Leadership Team	Quarterly
C. Enhance the role of the department as a resource and leader on	I. Develop an outreach plan to engage health care partners and to disseminate information to the community which will showcase Public Health as the experts relating to public health issues.	Leadership Team	By Dec. 2017

STRATEGIC ISSUE I: COMMUNITY LEADERSHIP AND PARTNERSHIP DEVELOPMENT**GOAL: BECOME A LEADER IN COMMUNITY HEALTH IMPROVEMENT**

PRIORITY OBJECTIVES	GOALS FOR ACHIEVEMENT	RESPONSIBLE LEAD	TIMELINE
public health issues.	II. Continue to provide the “Introduction to Steuben County Public Health” PowerPoint for orientation of new legislative members, including information on financial sustainability.	Director & Health Educator	Annually in January and as needed
	III. Continue a proactive approach to reviewing laws and working with governing entities to educate and advocate for change as needed.	Director & Health Educator	Ongoing
	IV. Work with the community to identify and implement strategies to improve access to health services.	PH Staff	Ongoing

STRATEGIC ISSUE II: PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT**GOAL: CONTINUE EFFORTS TO INTEGRATE BEST PRACTICES AND TO MEET THE STANDARDS OF ACCREDITATION.**

PRIORITY OBJECTIVES	GOALS FOR ACHIEVEMENT	RESPONSIBLE LEAD	TIMELINE
A. Maintain and improve the Performance Management System (PMS)	I. Educate staff on the use of the PMS.	Leadership Team S2AY Network	Annually
	II. Review and update the plan/policy for the PMS to adhere with County policies.	Leadership Team S2AY Network	Annually and as needed
	III. Continue to track data and reporting indicators.	Program Leads S2AY Network	Quarterly
	IV. Review, evaluate, and improve the PMS through a quality improvement process.	PMQI Committee	Quarterly
B. Steuben County Public Health achieve Accreditation.	I. Submit accreditation application.	Leadership Team	By June 1, 2017
	II. Maintain accreditation standards.	PH Staff	Ongoing

C. Implement the Strategic Plan	I. Monitor and evaluate progress quarterly, making changes when appropriate at least annually.	Leadership Team	Ongoing and annually in January
---------------------------------	--	-----------------	---------------------------------

STRATEGIC ISSUE III: AGENCY CAPACITY AND EFFECTIVENESS

GOAL: EFFECTIVELY AND EFFICIENTLY DEPLOY OUR AGENCY RESOURCES

PRIORITY OBJECTIVES	GOALS FOR ACHIEVEMENT	RESPONSIBLE LEAD	TIMELINE
A. Continue efforts to recruit and retain key staff and a strong volunteer pool	I. Advance hire replacement staff for key positions to ensure knowledge transfer.	Director	As needed
	II. Maximize resources to develop a more robust volunteer pool.	Leadership Team	Ongoing
B. Continue efforts occurring around interoperability of services at the county and state levels.	I. Participate in activities to provide cross functional and cross jurisdictional services between all sectors of the health system, including connecting to the RHIO and participation in the S2AY Rural Health Network.	PH Staff	Ongoing